



**COUNTY OF LOS ANGELES
DEPARTMENT OF AUDITOR-CONTROLLER**

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To: Supervisor Gloria Molina, Chair
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Supervisor Don Knabe
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From: Alan Sasaki
Auditor-Controller

Subject: **District Attorney: Status Report on Implementation of Family Support Audit Recommendations**

On September 9, 1997, the Board requested quarterly reports on the District Attorney's progress in implementing recommendations from Price WaterhouseCoopers' (Price Waterhouse) audit report on the District Attorney's Bureau of Family Support Operations. The findings from our sixth quarterly status review are presented in this report.

APPROACH

The District Attorney's status report on recommendations as of December 31, 1999, is attached (Attachment 1). Our approach has been to verify the status of recommendations in key areas identified by the Board of Supervisors and Family Support Advisory Board. In future reports we will continue to validate progress in implementing these and other recommendations as well as verify ongoing compliance with recommendations previously reported as implemented.

STATUS OF RECOMMENDATIONS

Price Waterhouse's audit included 51 recommendations for improvement. Our review disclosed that the District Attorney continues to take steps to implement key recommendations in the areas of staffing, enhancing case accountability and processing procedures, and improving customer service.

Based on our reviews to date and Department assertions, the Department has fully implemented 31 recommendations and is in the process of implementing the remaining

20. Details of the District Attorney's progress in implementing key recommendations are discussed below.

Customer Service

As we previously reported, the Department has taken significant steps towards improving customer service through its phone systems as recommended in the Price Waterhouse report. The Department, which opened its call center in October 1998, has improved its average answer time from over twenty minutes to less than one minute. Departmental statistics indicate operators are able to resolve over 90% of the calls on the spot. The Department also expanded its outreach program providing additional staff and business hours for customers to meet with BFSO staff to resolve their issues.

Written Correspondence Processing

All written customer inquiries, as well as issues call center operators are not able to resolve, are referred to Correspondence Processing teams housed at each of the six BFSO locations. Combined, these teams receive over 10,000 items of correspondence per month. Departmental procedures indicate the teams are responsible for following up on all inquiries, resolving the issues, and responding to customers.

In our previous follow-up, we noted several issues where accountability and control over written customer correspondence could be improved, including problem resolution and follow-up, correspondence tracking and statistical reporting, and quality control. Subsequently, the Department has written new correspondence processing procedures and has developed a new PC based correspondence tracking system. The Department is currently training staff on the new system and procedures, and estimates they will be fully implemented in April 2000.

We reviewed the written procedures and observed test data in the new tracking system and believe that, when implemented, they will improve overall correspondence processing. For example, we noted:

- The automated tracking system centralizes, standardizes, and automates all correspondence tracking information. For example, the system automatically calculates response due dates and flags items that are overdue.
- The system allows Correspondence Teams to track correspondence status from receipt to final resolution. Furthermore, the system has attachment capabilities where staff attach (scan) original and response documents to the transactions in the database. Management indicated that supervisors will use this function to view staff responses to correspondence and ensure the items were appropriately handled and resolved.

- The system generates a variety of statistical reports that, per the written procedures, supervisors will be required to use to identify the staff assigned to the correspondence, correspondence completion dates, and overdue correspondence.
- The system establishes and documents accountability when Correspondence Teams refer items to other divisional units for additional processing. When items are referred, the Correspondence Team records the team receiving the items in the tracking system. The receiving team becomes responsible for resolving the issue, and the Case Manager monitors the tracking system to ensure items are resolved timely. Case Managers are discussed in more detail in the Case Accountability Section of this report below.
- The procedures require that the all customer inquiries be responded to in writing.

When fully implemented, the procedures and tracking system should resolve the key correspondence processing issues identified in our previous report. In our next follow-up, we will review the implementation of the new system and procedures to ensure that they are working as intended by testing specific correspondence processed at the Divisions.

We did note that the tracking system does not interface with ARS and therefore, leads to duplication of work. Staff are required to enter correspondence information into both the tracking system and the ARS case notes. The Department indicated that they are looking into how the two systems can be interfaced.

Case Audits

We noted that since our last follow-up, the Department has taken steps to improve its case auditing procedures. For example, the Department has:

- Developed and begun using new audit worksheets that provide more information on how audits were prepared, including the balance owed on ARS after the audit. These worksheets incorporate the new distribution rules due to welfare reform, and help the auditors distribute principal and interest to the correct accounts. We tested six audits and noted all six were completed accurately.
- Developed and begun sending letters to customers who request audits. The letters include details of audit results, including new amounts owed on principal and interest, and briefly describe the reasons for any adjustments.
- Established time frames for completion of audits.
- Significantly decreased the number of cases awaiting audit at the Divisions from 4,400 during our last follow-up to 1,500 as of February 2000.

Despite these improvements, we noted the certain issues which we believe continue to require management's attention. Specifically, we reviewed recently completed audits at the Commerce and West Covina Divisions and noted:

- The Department does not always notify affected parties of the audit results. As mentioned, the Department has developed a letters to notify customers of audit results. However, we noted the Department only notifies customers of the results when customers specifically request an audit. In addition, for audits that are requested, the non-requesting parent is not notified of the results. If an audit is done for any reason that is not a request, a letter is not sent to either parent.

We reviewed three audits that, per the Department's policies, did not require a letter and noted that the customer's subsequent billing statements did indicate that an audit was done. However, the billing statements did not explain what the audit adjustment was for or how it was calculated. These customers' accounts included adjustments of as much as \$800. In addition, for one of the three audits we reviewed, the computer system affected audit adjustments by modifying the "Previous Balance" section of the billing statements. Therefore, the beginning balance in the current statements did not agree with the ending balance in the prior statements. The lack of audit adjustment explanation and confusing billing statements could result in increased customer inquiries/complaints.

To help minimize customer complaints and to keep customers informed of transactions that affect their accounts, the Department should ensure that when audits are done and adjustments are made, all affected parties are notified of the results. In addition, the Department should ensure all transactions on billing statements are adequately explained. The Department indicated that they would evaluate sending additional audit notifications to customers. We will continue monitoring billing statement improvements.

- Not all audits are being tracked to monitor timely completion. The Department has established procedures for tracking high priority audits and has begun tracking them. However, these high priority audits account for less than half of the Department's audit caseload. The majority of the audits include billing dispute, delinquency, and pre-conversion audits (completion time frame – 60 calendar days). These audits are not tracked to ensure that they are being completed within the Department's established time frames. While all five lower priority audits we tested were completed within 60 days, to continue to ensure that audits are being completed timely, completion times for all audits should be tracked and monitored.

We reviewed the Department's priority log at both the West Covina and Commerce Divisions to ensure that the higher priority audits they were formally tracking were being completed within the Department's time frames. We noted that since December 1999, the Department did not meet their timeframe goal in 15 out of 472 audits, or approximately three percent of the priority audits completed at the two Divisions. These 15 audits were completed an average of six days late. We also

noted eight audits where the log was not accurate. The inaccuracies in the eight audits included incorrect audit receipt dates, due dates, completion dates, and audit types. While it appears the priority audits are generally completed timely, there was no indication on the logs that the late audits or log errors were identified and followed-up by supervisors. The Department needs to ensure that supervisors document their follow-up on any audits that are not completed within established timeframes.

- The Department is not always following their quality control procedures. In our last follow-up, we noted that supervisors did not always review the Department's audits. The Department responded that not all audits could be reviewed by supervisors because they did not have the necessary staff. Instead, management instituted a quality control program in which each Division's audit supervisor must review at least one audit per auditor per week. We reviewed the Department's quality control log at two divisions and noted that one division was not complying with the Department's policy. In our ten-week sample, the Division did not perform quality control 44 of the 120 times (37%) it was required. As mentioned, the audits we tested were completed accurately. For continued improvement, the Department should ensure that quality control is performed in accordance with their policies.

Case Accountability/Case Processing – Expanded Service Teams

From February 1999 through July 1999, the DA performed a pilot of the team case processing concept as recommended in the Price Waterhouse audit. The team was organized and staffed as recommended by Price Waterhouse. Except for bulk data entry and customer telephone correspondence, the pilot team handled all aspects of its cases. The team was staffed with a mix of experienced as well as less experienced employees to help ensure accurate comparisons with the historical processing approach used by the remainder of the office.

Upon completion of the pilot, Department management analyzed the results and found that the team concept was a workable system that improved accountability. The Department adopted expanded service teams at the Commerce Division in October 1999. The rest of the Department's Divisions will implement expanded service teams beginning in early May 2000, with the last Division fully functional by November 2000.

We noted the Commerce Division established four teams that are each responsible for one-fourth of the cases in the Division. Each case is assigned to a Case Manager who, except for customer interviews and certain other specialized functions, handles most aspects of their assigned cases. The specialized functions were not integrated into the team approach because the Department believes that the nature of these functions (e.g., following up on misidentified clients, and reviewing certain collection/distribution issues) benefit more from a specialized team approach. The Department is still analyzing customer interview functions to determine if they should be incorporated into the expanded service teams. Preliminarily, the Department found that due to the unpredictability of the walk-in interviews, demand for the interview function is difficult to

predict. This can result in the need to periodically move employees off of the expanded service teams during unforeseen busy interview times and deplete the team's resources. It should be noted that although Case Managers do not perform the customer interviews or specialized functions, they remain responsible for ensuring these functions are appropriately completed.

We reviewed one of the expanded service teams at the Commerce Division to ensure that the team was handling all the functions of their assigned cases. Our review consisted of sampling four transactions recently completed by the team. We noted that all aspects of the four transactions were appropriately handled, tracked, and monitored within the team. In our next follow-up, we will again look at the Department's progress in this area including visiting other Divisions which have begun using the team approach. In addition, we will review and evaluate the potential benefits of incorporating customer interviews and other specialized functions into the expanded service teams.

Case Accountability/Case Processing – ARS Tasking

The Department is working to improve accountability throughout BFSO by implementing the automated task assignment feature of its ARS computer system. This feature is designed to automatically assign tasks to individuals, establish due dates, and notify supervisors when tasks are overdue. We previously reported the Department was developing programming changes to ensure the system was functioning properly and expected the tasking feature to be available in December 1999. Since then, the Department has completed a process to narrow the tasks to a workable amount and has continued to analyze the process to ensure that tasks are assigned to the correct functions and staff levels. The Department now expects the tasking feature to be incorporated into the expanded service teams in the Commerce Division by April 2000. The other teams and divisions will eventually follow.

We concur with management that ARS tasking can be a valuable case processing tool and we encourage the Department to implement the feature as soon as possible. Once implemented, we will test the tasking feature to ensure it is operating as intended.

Performance Measures

As we previously reported, the Department has implemented and is reporting on most of the performance measures approved by the Family Support Advisory Board. For example, the Department is reporting data for measures involving paternity establishment percentages, total collections, current and arrears collection rates, cost effectiveness and customer service.

Recently, reporting formats were modified for some measures due to federally mandated changes in certain statistical categories such as case counts and parent aid status. As a result, certain year-to-year comparisons will not be possible until baselines are established for the new reporting formats.

On June 17, 1999 we prepared a report to the Family Support Advisory Board on our analysis of the Department's performance statistics. In that report we identified areas where reporting formats could be improved to provide more meaningful information. In particular we reported that the Department should incorporate average cycle/response times in its customer service measures. We believe the new correspondence tracking system described above should enable the Department to report these statistics.

In addition, we reported, as we have in prior quarterly reports to the Board of Supervisors, that the Department needed to establish short and long-term goals to improve performance in the areas measured and include brief summaries of their analysis for each measure. We noted the Department developed performance and improvement goals for key areas in each division. However, the Department has not reported on their progress in achieving these goals. The Department indicated that they have been researching and analyzing the reasons for some of the trends in the performance measures. We believe the Department should include a narrative of their research and any conclusions reached for each key performance measure.

DA and DPSS Child Support Classification Systems

On January 19, 1999, the Board of Supervisors directed the Auditor-Controller to provide recommendations regarding the accuracy of the Department of Public Social Services (DPSS) and District Attorney welfare classification and referral systems. The request was made as a result of questions concerning whether the DA is accurately distributing child support payments to custodial parents and/or to DPSS in accordance with applicable laws.

In May 1999, the DA and DPSS completed a study to verify the accuracy of child support distributions. The study included a sample of 1,200 cases where previously aided custodial parents were no longer eligible to receive welfare payments. Results indicated the DA received regular child support payments for only 59 of these cases. Out of those 59 cases, nine payments were not distributed to the custodial parents (as required) for the first month after the custodial parents stopped receiving aid. In subsequent months, payments were distributed appropriately.

In October 1999, the DA and DPSS completed a second similar study of 100 cases. The results of this second study revealed that payments were received in 14 cases and the payments were not properly distributed in only one case.

The DA, DPSS, and Family Support Advisory Board members are investigating the apparent problems with first month distributions. The departments believe the problems are primarily resulting from differences in the dates each department records when custodial parents leave aid. DA staff recently implemented programming changes that both departments believe will help reduce the problem. In addition, DA management indicated that when DPSS implements their LEADER system, interfaces between the two departments will improve and the payment distribution problem will be eliminated. We will continue to monitor the issue and verify improvements.

NEXT STEPS

During the next quarter, we will continue to monitor the Department's progress in the priority areas identified by the Board of Supervisors and FSAB including customer phone systems, customer service, and casework accountability. In particular we will analyze and verify performance measure data.

If you have any questions, please call me or your staff may call Tyler McCauley at (213) 974-8303.

AS:JTM:MP

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**District Attorney Quarterly Report on the
Management Audit of the Bureau of Family Support by
Price Waterhouse
Quarter Ending December 31, 1999**

Recommendation # : A1a **Status** : Completed October 1998

Summary of Recommendation : Continue efforts to implement appropriate communications technology. Continue to work with ISD to implement ACD.

The Customer Call Center opened in October 1998. Since that time, the Call Center has handled an increasingly large volume of calls with an increasingly improved "speed to answer." Copies of charts detailing the Call Center's history of call volumes and average daily speed to answer since opening are attached.

Recommendation # : A1b **Status** : Completed June 1999

Ensure sufficient staff is available to address the workload in a real-time mode.

As of March 15, 2000, a total of 172 call agents were assigned to the BFSO Customer Call Center. A slight decrease in the total since the last quarterly report is due primarily to promotions to the position of SFSO and FSO III. Staff operate in shifts beginning at 6:30 a.m., 7:30 a.m., 8:30 a.m., 10:00 a.m. and noon in order to cover the Call Center's extended hours (6:30 a.m. until 8:00 p.m. Monday through Friday). Call Center management is constantly reviewing management information reports to determine whether staffing adjustments or additional shifts would be helpful in handling call volumes at peak hours.

Recommendation # : A2 **Status:** Ongoing expected completion March 2000

Build upon existing technology to make it easier for callers to obtain information about cases and services via telephone.

On March 16, 2000 the Bureau will implement a new Interactive Voice Response (IVR) System in the Call Center. This new system is more user friendly and will speed the flow of calls and enhance case management. Improved functionality will allow callers to hear the last 12 payments received and the last five significant events in their case regardless of the date of the event. Future enhancements to this system are also planned.

Recommendation # : A3 **Status** : Completed October 1998

Continue efforts to minimize the use of message exchange through optimization of automated information features and increased handling of live calls. When messages are left, directly enter them into ARS case notes.

The messaging feature has been discontinued altogether. As the attached graphs indicate, the volume of phone calls handled by call agents has dramatically increased since the Call Center opened. Staff has maintained a high degree of responsiveness throughout this reporting period.

Recommendation # : A4a **Status** : Ongoing

Allocate resources to the Public Outreach department to provide more information to the public; including showing BFSO videos in waiting areas and developing simpler information booklets for CP's and NCPs.

BFSO has secured the services of a second video camera operator to staff the Public Outreach Department. With this addition, work has commenced to develop informational videos for BFSO, DPSS and courthouse waiting areas. Work on written informational materials for parents and other stakeholders in the child support process is ongoing. BFSO is also working with the County Transition Task Force to develop innovative ways to update the public on the transition and how it will impact stakeholders.

Recommendation # : A4b **Status** : Ongoing

The Centralized Public Service Unit has continued to evaluate and review Bureau forms and correspondence. Both line staff and supervisors gather information from callers regarding correspondence received from the Bureau. This information and subsequent review is utilized to revise forms to improve and facilitate communications between the Bureau and the public.

A Correspondence Process Review Committee has been formed to develop and/or revise Bureau forms and procedures to improve communications between the Bureau and the public. The committee recommends enhancements to ARS so that all new and revised forms will be automatically generated by the system. In addition, the transition to a new county department and consolidation of the courts has necessitated a total review of existing forms. This process is ongoing.

Recommendation # : A5 **Status** : Partially Completed

Train front-line staff to handle a greater proportion of inquiries on the spot, granting these personnel the authority to resolve such inquiries, monitoring the quality and accuracy of their work, and providing corrective feedback, as necessary.

CPSU staff continues to receive training designed to enable them to resolve a greater proportion of inquiries on the spot. Training includes focus on techniques that will enable call agents to rapidly identify the callers needs, respond to the inquiry and move on to the next call. Staff has worked to identify areas and types of calls that they feel they could resolve immediately if given the authority to do so. This process is ongoing. BFSO is committed to developing processes that will give CPSU staff both the skills and authority necessary to resolve inquiries at the initial point of contact.

Supervisors monitor staff performance through passive review of calls selected at random, review of ARS case notes and other work product. In addition to monitoring of activity by Call Center supervisors, staff from the Performance Review Unit will be assigned permanently to the Call Center to assist in performing quality control reviews.

Recommendation # : A6 **Status** : Ongoing

Monitor the reasons for public inquiries. The planned implementation of ACD telephone instruments will assist in tracking the reasons for calls, and modifications to ARS could support this activity, as well. Public Service unit managers should use information about the reasons for public inquiries to monitor the effectiveness of the VRU and to guide efforts to train customers in the use of the VRU. BFSO management should use this information to identify and correct root problems with business processes, personnel training, or other systems.

Electronic business phones have been installed in Customer Call Center. These instruments allow call agents to enter key codes to indicate the reasons for telephone calls. Additionally, the instruments provide mechanisms for tracking agent actions. Call Center management receives and reviews management information reports generated by the electronic business phone system. This information assists in assessing areas of improvement for the Customer Call Center.

Recommendation # : A7 **Status** : Partially Completed

Establish a systematic method to follow-up on inquiries. This method should include procedures for following up on:

- ② Inquiries referred by the Centralized Public Service Unit to the Divisions;
- ③ Inquiries received via telephone messages on the Voice Response Unit by the Centralized Public Service Unit and the Divisions; and,
- ④ Inquiries by walk-ins.

Authorizing front-line staff to handle a greater proportion of inquiries on the spot should minimize the volume of inquiries requiring follow-up. For those inquiries that require further action in order to achieve resolution, a tracking system could be developed using a standard database application (such as Access), or perhaps through modification of ARS. New inquiries would be logged, along with their resolution. After a specified number of days, any unresolved inquiries would be flagged for immediate attention.

BFSO should also implement a system for tracking and monitoring mail. Refer to Finding G and its associated recommendations for analysis of mail handling.

The Bureau, as part of its ongoing effort to insure follow-up on public inquiries, has implemented customer service screens and is revising the task and event structure in ARS to monitor and track inquiries. The customer service screens enable Customer Call Center staff to access key data fields and screens, and enable them to deal more quickly and efficiently with telephone and walk-in inquiries. Planned improvements will permit call agents to directly task staff in other offices with follow up work in connection with calls that cannot be resolved by Call Center agents. In the interim, unresolved Call Center inquiries are faxed to designated staff in division offices for follow-up. Logs of all referrals are maintained and monitored in division offices.

As previously discussed, training for Customer Call Center call agents emphasizes the goal of resolving a greater proportion of public inquiries at the point of first contact.

Procedures are in place to monitor and control the receipt and processing of incoming correspondence, including U.S. mail, faxes and e-mail. In addition, BFSO has created and is in the process of implementing new tracking through the use of Lotus Notes databases. In order to accomplish this task, expanding the use of Lotus Notes is required. BFSO is in the process and has been implementing Lotus Notes in the divisions to all staff and has been conducting training sessions on its use.

Recommendation # : A8 **Status** : Ongoing

Establish, monitor and enforce a maximum standard response time for the resolution of inquiries.

The Call Center ACD/MIS is used to monitor and measure call agent response time. This feature is useful in gauging the on-going effectiveness of Call Center staff in responding to inquiries to BFSO's toll free line. At present, fewer than 10% of all inquiries require follow-up referrals to division staff.

Existing forms are being revised and new forms are being created that will be automatically generated from the system. This will eliminate time-consuming manual preparation, addressing and mailing that might otherwise be dedicated to taking calls. As noted above, BFSO is continuing efforts to develop an on-line process to task workers in the divisions for any follow-up action may be necessary. The automated generation of forms and use of the ARS system to task division case workers will greatly reduce the length of time Customer Call Center staff has previously needed to conduct call follow-up activities. Once automated forms system and tasking functions are being utilized,

ACD/MIS data will be available to compare response times to develop and establish maximum standards for agents.

Referrals to division offices are monitored for response on a 21 day turn-around timeframe, with some exceptions (e.g., audits, interstate cases). The new Lotus Notes database discussed in Recommendation A7 will facilitate this process as well.

Recommendation # : A9 **Status** : Completed October 1998

Centralize into one ACD pool all resources to take live operator calls. Callers will need to be able to move between ACD and automated systems while waiting in queue (and be able to leave a voice mail message if they cannot wait in queue). While in queue, the Bureau could use this time to communicate timely topical messages to the callers. Good headsets are essential in the call center environment. The telephone instruments now in use by the operators typically have one line and lack the ability to conference. Conference capability would enable operators to consult with others to resolve requests without making the caller call back, and would enable the operators to educate the public on how to use automated functions by assisting them on a conference call to the VRU.

On March 24, 1998, the Board of Supervisors approved the District Attorney's request to obtain a Call Center sufficient to house the number of call agents required for centralized operations. The Customer Call Center was operational in October 1998. (Refer to Recommendation A1a for additional detail.)

Recommendation # : A10 **Status** : Completed December 1999

To maximize the efficiency and effectiveness of the recommended call center approach, manage staffing levels based on call volume trend data and based on performance standards for abandon rate and hold times. Table A-2 (in the Audit Report) illustrates a highly simplified model for determining staffing needs based on call volume data. It should be noted that at present, it is not possible to obtain an unduplicated count of the number of callers requesting a live operator, or the actual average duration of calls handled by live operators. In addition, Table A-2 does not take into account the effect of hold times on staffing needs (e.g., if the maximum hold time is set at 2 minutes versus 6 minutes, it will affect staffing requirements). For these reasons, Table A-2 is not a substitute for a staffing model and is intended for illustrative purposes only. Once such factors are determined, BFSO should invest in off the shelf staffing model software to help guide manpower decisions. In the County environment, the process of adding or subtracting staff has a very long cycle time. A process would need to be implemented to give the manager of the call center the ability to rapidly adjust staff to accommodate changes in call volumes due to special campaigns, special times of the years, etc., as well as to add staff in a reasonable time frame to keep pace with increased case load capacity. Recognizing the difficulty of achieving these objectives within the constraints of County personnel policy, one option suggested by BFSO managers would be to add staff members by expanding the hours of operation of the call center to include evenings and weekends. This expansion would provide a larger pool of staff to provide overtime coverage during heavier volume periods.

Since the Call Center opened in October 1998, BFSO management has studied volume trend data to ensure maximum coverage of incoming calls during peak hours. This data was instrumental, for example, in identifying

the desirability of a new 10:30 a.m. shift to ensure coverage during early evening hours when parents get home from work and begin calling the toll free number. Additional studies based upon call data are being conducted with the operation of the Customer Call Center and the new telephone system. It is believed that staffing levels in the Customer Call Center are being maintained at a sufficient level to handle the call volume. However, BFSO has requested additional staff in the 2000-01 budget for augmentation of the Call Center staff to meet the training needs and relief from constant stress of phone calls to meet the needs of BFSO.

Recommendation # : A11 **Status** : Completed October 1998

Implement plans to streamline the VRU to make it easier for customers to use and to extract information about their cases from ARS.

Implementation of Automated Call Distributor (ACD) and integration with our Voice Response Unit (VRU), (see Recommendation A1A), addressed the requirements of this recommendation. Redesign of selection menus, navigation, and scripts to integrate the ACD and VRU were required as part of implementing an ACD.

Recommendation # : A12 **Status** : Completed October 1998

Assuming that the previous recommendations regarding the organization of the call center and the implementation of an ACD are implemented:

Use voice mail only as a safety valve and not as a customer service strategy that isolates BFSO from the public and increases the overall cycle time in addressing customer requests.

Specifically, voice mail should be used as an option for callers that are waiting in the ACD queue so that they can leave a message if they cannot wait for a live agent or choose not to wait:

- ⌚ A pre-recorded message should tell the caller when they can expect to get a response and BFSO should manage call center staff in such a fashion that they keep this commitment.
- ⌚ Staff the ACD such that there is typically no work backlog of voice messages, or that the work backlog can be cleared in 24 hours.
- ⌚ Use off-peak hours for the call center to clear the backlog.

As noted above, BFSO discontinued the availability of voice mail for incoming calls to the toll free number. Experience since the opening of the Call Center indicates that calls can be handled in sufficiently speedy time that all calls can be handled by a call agent with less than 2 minutes average delay. Since the last quarterly report, a new feature has been added on the toll free line to the Call Center. All callers who opt to speak with a live agent are informed of the expected wait time if a call agent is not immediately available. Callers can opt to call back if the projected wait time is inconvenient.

Recommendation # : B1 **Status** : Completed December 1999

Continue its efforts towards achieving greater compliance.

The Bureau achieved full compliance with state program compliance requirements for FY1997/98. Since that time BFSO has remained in compliance and will continue to do so. BFSO believes processes are in place to continually monitor and insure compliance on an annual basis. BFSO staff is reviewing recent legislation that may affect changes to the current program performance review process.

Recommendation # : B2 **Status** : Completed January 1998

Continue to improve in key performance areas as identified through the State's annual monitoring process. The Bureau should develop and implement written policies and procedures geared towards strengthening their internal control environment to better ensure compliance. Such policies and procedures should identify specific responsibility centers, report methodologies, and supervisory duties.

The Bureau continues to develop more efficient processes, train staff in key performance areas, and implement enhanced procedures. Staff in several critical areas has been reorganized to meet increased workload. This ongoing process has resulted in continuing significant growth in the number of orders established, paternities established and overall collections through the fourth quarter of FY 1998/99. To assist in extending improvement, BFSO recently secured authority for additional Performance Review staff to assist in monitoring and analyzing staff activity in the Call Center and at Central Civil West, in addition to traditional BFSO facilities.

Recommendation # : B3 **Status** : Completed January 1998

Continue to handle lawsuits and claims in accordance with statutory requirements.

The Bureau's Appellate and Special Litigation Unit continues to assess and manage the limited financial risks occurring through claims and lawsuits against the county from the Bureau's operations. Procedures are in place to ensure that claims are responded to in a timely fashion and that county counsel is timely notified of new litigation.

Recommendation # : C1 **Status** : Completed September 1998

Formally document a strategic plan that includes the organization's strategy, objectives, goals and performance measures.

In consultation with the private firm of Enhancement Consulting Group, the Bureau has developed a strategic plan. Approval is now being sought for a "second phase" effort to involve and educate every BFSO staff member in the components of the strategic plan. The District Attorney, Chief Deputy

District Attorney and Assistant District Attorney all participated in the development of the strategic plan.

Recommendation # : C2 **Status** : Partially Completed

Develop clear performance measures to be widely used by staff and managers at all levels. They should be used as a basis for individual, unit and division assessments and rewards.

As part of the Bureau's strategic planning effort and in conjunction with the District Attorney, the Chief Deputy District Attorney and the Assistant District Attorney, Performance and Review staff, and divisional management have undertaken the process of developing Bureau-wide, division-wide, and team-specific productivity goals for FY 99/00. In addition, BFSO management has implemented a variety of monitoring tools to ensure more precise measurement of performance by individuals, teams and offices.

Recommendation # : C3 **Status** : Partially Completed

Use ARS and develop other resources of data to measure program performance.

These measures should be aligned with the organizational strategy and legislative mandates and must address customer needs. BFSO's system for performance measurement should include the following:

Length of time between when a support order becomes effective and when the terms of the order are entered into ARS (By law a wage assignment should be served to the employer within 15 days.) Numbers of orders obtained by default vs. in court Amount of collection by remedy. (collection efficiency). Length of time to respond to mail and calls. Cost per order obtained. Collections per case with support order and the number of cases with orders that are paying or not. Number of cases without orders by reason, e.g., paternity at issue, no address or employment information for NCP, etc.

The Bureau is in the process of further developing the resources of data to measure program performance. Much progress has been made. (See Recommendation C2). Further, this goal is an ongoing process for the Performance and Review staff of the Bureau in consultation with Bureau divisional management. Performance Review staff are charged with developing management reporting systems including measuring against goals within all areas of BFSO. Performance Review staff will work in coordination with the District Attorney executive staff and Bureau divisional management staff to create effective measurement and reporting capabilities in keeping with the development of the Bureau's strategic plan.

Recommendation # : C4 **Status** : Completed January 1998

Encourage the Board of Supervisors to renew its interest with the FSAB by appointing active FSAB members and providing the necessary resources to help ensure FSAB's success.

The Board of Supervisors has previously acted upon this recommendation.

Recommendation # : C5 **Status** : Completed August 1998

Have the Bureau Chief and Assistant Bureau Chief delegate more of their operating duties to their managers. In addition, a second Assistant Bureau Chief position should be created to help relieve some of their management and oversight duties.

The District Attorney, the Chief Deputy District Attorney, and the Assistant District Attorney reviewed, evaluated, and implemented a reorganization of the reporting structure of all managers and established a new organizational model. The second Assistant Bureau Director was appointed in August 1998.

Recommendation # : C6 **Status** : Completed September 1999

Reorganize its audit function to report centrally to the Performance Review Unit while remaining housed at the respective divisions.

Reorganization and centralization of the BFSO Audit functions has been implemented. Because of the need for training and revision of audit forms and procedures, BFSO management has determined that the reorganized unit will report through the Planning and Training Division rather than the Performance Review Unit, as recommended by Price Waterhouse. Audit staff continue to be housed at the respective division offices. Staff of the Planning and Training Division have developed and are continuing to refine a unified set of policy and procedures to be followed by all auditors. The first training module for all auditors was delivered in sessions scheduled April 20, 21 and 22 1999. Additional training in new audit policy and procedures will continue through the first quarter of FY 1999/00 and on an ongoing basis thereafter.

Recommendation # : D1a **Status** : Ongoing

Implement a hybrid team structure approach utilizing smaller multi-disciplined teams to maximize the benefits of specialization and case ownership, while also better utilizing the strengths of ARS. This approach could maintain the current intake teams and reorganize the establishment and enforcement functions by creating 10 to 14 teams per division when a ratio of 800 cases to FSR is targeted. Each team would perform all establishment, locate and enforcement functions and consist of one SFSR, 9 FSRs, and 3 clerks. Additional FSR and SFSR positions would need to be filled to accommodate this structure while the need for STCs would decrease since the span of control over clerk supervision is too small to justify a position per each team. No additional attorneys are considered necessary since there appears to be some current capacity and the processes are becoming more automated thus requiring fewer legal reviews and signatures.

Current staffing levels are sufficient for the clerk position at a ratio of 2.5 FSRs to one clerk. Refer to the following recommended organizational structure for further detail.

On February 1, 1999 Bf-SO implemented a pilot team model within the Division 2 office located in the City of Commerce. In order to track and compare performance of the pilot, the team has been established as a "division" on ARS so that results can be compared and contrasted with those achieved by Division 2 staff. The pilot was determined to be successful and a county-wide implementation schedule has been presented to the Family Support Advisory Board.

Recommendation # : D1b **Status** : Completed September 1999

Remove PSU from the Division: Division public service unit functions would be centralized.

Centralize the Auditors: FSCAs would continue to be housed at the divisions; however, would report to the Performance Review Unit.

With the creation of the Call Center, Public Service unit staff in the respective divisions continues to handle referrals from the Call Center which require follow-up for completion. In addition, these staff handle division walk-in and appointment interviews. Appointments are now available to the public on the second and third Saturdays of each month.

As discussed above, (Recommendation C6) centralization of the management authority for BFSO case auditors has been accomplished.

Recommendation # : D1c **Status** : Completed

Bureau management has indicated a desire to eventually centralize many of the establishment functions thus relieving the divisions of this responsibility. Bureau management hopes to automate the summons and complaint process during fiscal year 1997-98 so that legal documents automatically print out at the court for judicial processing. ARS is a prime critical success factor which will make this a reality. If this occurs it could alter the organizational make ups of the division.

The automation of the summons and complaint process was implemented in September 1997. The automation has proved to be successful. The Bureau is further automating processes, which will alter the organizational make up of the divisions.

Recommendation # : D1d **Status** : Ongoing

Finally, the Bureau could consider pilot implementation of the multi-disciplined team concept, using one of the three caseload options, at one of their division in an effort to verify success prior to full-scale implementation. Results of this implementation should be closely evaluate, possibly including staff from the County's Auditor-Controllers Office or an independent consultant, to

gauge success. Clear performance goals incorporating increased collections should be measured and evaluated for purposes of full long-term implementation.

Implementation of this recommendation was undertaken in a pilot model on February 1, 1999 and is in the process of being implemented countywide.

Recommendation # : D2 **Status** : Partially Completed

Employ case processes and a team structure that use ARS tasking and will promote results oriented case management, accountability and increased quality. This will involve team case ownership, modifying ARS so that existing task lists are purged and assigning cases to the multi functional case teams. ARS should be leveraged so that workers and the system complement each other. This will help reduce the need for human intervention and increase productivity. Once the teams are established goals, functions and individual roles should be clearly defined and communicated. These functions should include proactive measures for enforcing cases including monitoring ARS reports to identify instances where worker intervention is needed to collect on a case and developing standard procedures for working more difficult cases.

Implementation of the team pilot has proven successful and is being implemented as stated above (Recommendation D1a and D1d). Efforts to refine and extend the ARS task and event structure are ongoing. As noted above, efforts are underway to develop tasks and events to permit Call Center staff to generate work or follow up requests to staff in the respective division offices.

Recommendation # : D3 **Status** : Ongoing

Establish standards and policies for responding to customer inquiries and for ensuring that needed follow up actions are taken. Recommendations contained in Finding A address this area in greater detail.

In addition to measurement standards which have been implemented at the Call Center following its opening in October, 1998, BFSO management, together with Performance Review Division staff, have been working to develop standards and measurement processes to be used to monitor follow up to all customer inquiries, including those made in person and by correspondence, fax or e-mail. The addition of Lotus Notes databases and the implementation of training and accessibility to Lotus Notes to all FSOs will facilitate further implementation of this recommendation.

Recommendation # : E1 **Status** : Completed June 1998

Take aggressive measures to fill all FSR vacancies. In addition the Bureau should request an additional 151 FSR positions to bring the average caseload per case-bearing FSR to 800. Filling these positions should be accomplished in concert with the other organizational, process and system recommendations included in this report in order to maximize efficiencies. These changes should enhance employee morale and place Bureau staff in a better position to adequately address cases in a timely and effective manner.

All vacancies created by the Board's adoption of the Price Waterhouse recommendations were filled by the close of fiscal year 1997-98. As noted below, ongoing recruitment and hiring of FSOs is now managed by the County Department of Human Resources. Lists of eligible applicants are regularly generated and forwarded to BFSO administration, which schedules hiring interviews as vacancies arise. DHR and BFSO staff will continue to work to fill vacancies as they occur.

Recommendation # : E2 **Status** : Completed January 1998

Current efforts to close cases should be continued.

A process has been programmed in ARS to insure the automated identification and review of cases which qualify for case closing under federal and state law. The federal Office of Child Support Enforcement has promulgated new, liberalized case closing regulations. The California Department of Child Support Services has not yet promulgated implementing regulations for use by counties. When effective, the new regulations will be incorporated into ARS programming.

Recommendation # : E3 **Status** : Completed June 1998

Request that County Human Resources staff administer the FSR exam more often or to secure a large space and administer the exam to a larger number of people at once. Further, the Bureau should work with County Human Resources to provide exemptions from Countywide hiring freezes at the onset of the freeze.

The exam for the FSO position is now an open, ongoing examination administered by the County's Department of Human Resources. Routine attrition as well as promotions and retirements are likely to dictate the need for an ongoing hiring recruitment and hiring process for the foreseeable future.

Recommendation # : F1 **Status** : Completed June 1998

Take steps to ensure adequate staffing levels to meet the workload so that unexpected influxes of referrals or requests to stop license revocations or FTB actions can be performed.

In October, 1998, at the District Attorney's request, the Board of Supervisors authorized additional staff positions in BFSO to ensure that caseworker to caseload ratios and supervisor to staff ratios recommended by Price Waterhouse are maintained.

Recommendation # : F2 **Status** : Completed December 1999

Continue to work with DPSS to:

- ① get referrals more regularly,
- ① promote better understanding of the important role DPSS plays in child support which may encourage them to get better information at the source, and
- ① to have DPSS use transmittal logs so that workers do not have to count the packages that are received.

The process of co-locating BFSO personnel in DPSS offices, a requirement of federal welfare reform, has been completed. In addition, BFSO has centralized the management of co-locate staff. This process is designed to ensure that more complete and accurate information about non-custodial parents is obtained at the time of application for CalWORKS benefits. Currently there are one or two BFSO Family Support Officers located in each DPSS office and each application is reviewed and when needed the applicant is interviewed by BFSO staff. As a result more reliable information is provided and the problem that necessitated this recommendation has been resolved.

Recommendation # : F3 **Status** : Completed June 1998

Work with FTB, DMV, DSS, and other agencies providing enforcement information and activity to receive advance notification of intended mass mailings or other high volume activity. In the absence of this notification, the Bureau should analyze trends and cycles of when referrals, court documents or mass mailings (e.g., of FTB notices such as those sent to delinquent NCPs regarding tax intercepts or wage assignments of DMV license suspension notices) to ensure that adequate staffing are on hand to meet the workload demands.

The Bureau continues to work through the California Family Support Council to develop appropriate statewide procedures to govern the relations between the counties and state agencies. For example, Bureau staff has participated in the planning of the Statewide Case Registry (SCR), Statewide Collection and Distribution Unit (SCDU), and the FTB enhancements to the statewide financial data match. While these discussions continue to take place with the Council and others at the state level, there is nothing more concrete that can be done to implement this recommendation.

Recommendation # : G1 **Status** : Ongoing

Develop and implement case processes that use ARS tasking and reports, team case ownership and promote results, customer oriented case management. Tasking reports would alert Bureau staff of needed actions on cases, provide a method for tracking cases and holding staff accountable for follow up case actions.

Performance Review Division and ARS staffs have analyzed both team case ownership and the ARS tasking function. A new tasking structure has been designed and is being revised and implemented. See above for

discussions of the implementation of the team concept being implemented within BFSO.

Recommendation # : G2 **Status** : Completed June 1998

Continue to make maximum use of the extensive enforcement tools available through agreements with the Franchise tax Board and California law. (Most of these actions are performed through electronic interfaces between ARS and DMV, FTB, EDD, FPLS databases) and develop proactive enforcement processes. This would entail using ARS data to monitor case progress, using ARS reports to identify instances where worker intervention is needed to collect on a case and developing standard procedures for working more difficult cases.

BFSO has implemented the most advanced automated procedures for the use of administrative enforcement remedies in the state. This includes implementation of the administrative wage withholding order. Efforts are now underway to implement automation of the administrative subpoena power authorized by AB 1058. This is by necessity an ongoing process as additional legislation is passed. The procedures for review of legislation and implementation are in place.

Recommendation # : G3 **Status** : Ongoing

Institute methods for tracking and monitoring actions taken on cases to ensure that when information is provided, accurate and complete actions are taken.

BFSO administration has undertaken an extensive effort to track, monitor and analyze establishment and enforcement actions to ensure that accurate and timely case processing actions occur. Ultimately, BFSO envisions that this will be accomplished through the task and event structure on ARS. Additional processes are enhanced through this process (e.g., wage withholding) to insure greater reliability and accountability.

Recommendation # : G4 **Status** : Completed June 1998

Address the backlogs and delays in updating address and employment information in ARS. The Bureau should begin by counting the mail that comes in and adjusting staffing levels to handle the volumes. A night shift, perhaps staffed with college students, could be added to keep up with ARS forms that are printed in bulk that must be mailed out or updated upon receipt. Increasing courier service to every day will reduce the wait times for mail processing. To reduce the volume of mail that comes, upon successful employer locate, the Bureau always sends the wage assignment rather than sending an employment verification letter that has to be returned and updated in ARS.

The backlog in updating address and employment information has been eliminated. In order to avoid delays and backlogs, the Bureau has established Bulk Data units in each of its offices to review correspondence and input all case related information into ARS. The Performance Review Division is continuing to inventory the mail to determine the total volume of mail and the major types of mail received. This study will result in

sufficient staffing for data input and assist in the analysis of focus areas for staff training and future automation. This process will be continually under review.

Recommendation # : G5 **Status** : Completed December 1999

Immediately consider additional methods of updating ARS with addresses and employment information as obtaining timely and accurate information is essential to all elements of child support case processing:

These considerations should include:

- ⌚ scanning technology for updating address and employer information from standard verification forms into ARS.
- ⌚ increase staff or use multiple shifts for bulk data entry team members.
- ⌚ analyzing surges in volume to plan for busy periods.

Refer to Recommendation G4. ARS staff continually reviews additional methods of securing, updating, and storing additional information on individuals and cases. The backlogs that resulted in this recommendation have been eliminated.

Recommendation # : G6 **Status** : Ongoing

Track and analyze reported problems and mistakes to identify and correct root problems before they become crises. Once root problems are identified BFSO managers should plan adequate efforts to address the issues and related consequences. When corrections or revised procedures are developed they should be communicated in writing throughout BFSO. To effectively identify root problems BFSO will likely need to obtain the tools to access and analyze necessary data and to train employees in the areas of data analysis, trend analysis, graphs and charts, and basic problem solving approaches that are data-based.

The Bureau's Performance Review Division is charged with identifying and, analyzing problems and developing solutions to issues before they reach "crisis" level. The Performance Review Division produces monthly Performance Review Reports that identify problems and the solutions used to address them. The problems and solutions are shared with BFSO managers who are actively involved in the analysis and implementation process.

The Performance Review Division has been analyzing data trend analyses, graphs and charts to assist in problem solving approaches. Increasingly, the management reporting capability of BFSO has made it possible for managers to obtain information about their offices and teams on-line through the District Attorney's Intranet applications.

Recommendation # : H1 **Status** : Completed June 1998

Orientation Training: The Training Unit should develop a structured orientation training program for all new-hires which provides an overview of the Bureau's structure, regulatory environment, and operations. The training should be conducted periodically at a centralized location to accommodate groups of new hires. We recommend a minimum of two weeks of structured

orientation training that includes lecture, demonstration, and practice for all employees. This general orientation training should be followed up by an additional two weeks of technical training for all new DDAs and FSRs. Effective orientation training is expensive; however, failing to train is even more costly. Training is one of the best investments an organization can make, but only if it is done wisely. Effective training should be interactive, and incorporates role-playing and hands-on experiments.

A structured orientation program for all new hires, including Family Support Officers and Deputy District Attorneys has been developed and implemented. The program provides an overview of the Bureau's structure, regulatory environment, and operations and incorporates role-playing and hands-on experiments. The training is conducted at centralized locations and lasts between two and three weeks. Additional on-the-job technical training is provided at the employees' work site and includes individual mentoring by selected team members

Recommendation # : H2 **Status** : Ongoing

On-Going Training Classes: The Training Unit should develop and offer a set curriculum of courses to address a variety of needs that employee and their supervisors could select. The curriculum should include a library of training courses which are organized into a systematic manner that specifies sequences, prerequisites, and suggested courses for particular functions and employee levels. Courses in a curriculum should be sorted by level (beginning, intermediate, and advanced levels) and differentiated between foundation courses (those required for all employees) and electives. The timing and extent of training should be related to team performance measures as monitored by management. While individual employees should be allowed some autonomy in selecting courses, others should be recommended by team and divisional leaders (SFSRs and HFSRs).

Divisional trainers should be encouraged to select topic matters they wish to specialize in and be deemed the lead instructors in these areas. While they will continue to be housed at specific divisions, their trainees may come from other divisions due to a higher degree of specialization. The trainers themselves should receive concentrated training in their specialized areas and seek professional credentials to enhance their skills and organizational status. We believe that the Bureau has sufficient internal resources to develop and provide a wide range of operational training courses. However, we do not believe that the Training Unit has the necessary expertise to internally develop managerial, supervisory, and other personnel related courses. Therefore, we recommend that the Training Unit contract out for instructors or courses to meet these needs.

The Planning and Training Division has developed and now offers a wide-ranging curriculum of classes for staff at entry level, intermediate and advanced levels. A draft catalogue of training courses has been developed and continues to be supplemented as new course materials are developed and delivered. In addition to course materials and curricula developed in-house, BFSO has contracted for or is in the process of acquiring additional training in management, software use (e.g., Lotus Notes), customer service and other topics.

Recommendation # : H3 **Status** : Completed December 1999

ARS Certification Program: The Bureau should consider developing and implementing an "ARS Certification" program geared towards empowering staff with adequate tools and skills. The process could culminate with the issuance of certificates upon the successful completion of individual exams and be integrated into the curriculum. The current structure of group testing, although palatable to the labor union, does not allow for individual training needs to be addressed. It is likely that the labor union would oppose competency tests on an individual basis for continuing Bureau employees, unless it was voluntary or a part of a promotional process.

Certification continues to apply to all graduates of the FSO and Call Center Basic courses. ARS components comprise a significant portion of these programs. Upon completion of the employee-training program, staff are adept at using ARS for the functions they perform. The Bureau continues to review the acquisition and implementation of Computer Based Training. Staff assessments have been useful in developing and updating staff training.

Recommendation # : H4 **Status** : Ongoing

Enhanced Promotion Criteria: Formal criteria for promotion should be enhanced to provide for minimum training, and perhaps test score results, to help ensure minimum competency levels for leadership and technical positions. The Bureau should work with the DA's Bureau of Management and Budget (BOMB) and County's Human Resource Department to refine the examination process for promotions so that they are more reflective at assessing the full range of necessary skills towards being effective and efficient at the desired positions.

As a result of actions taken by the Board of Supervisors following the Price Waterhouse audit, BFSO was granted a substantial increase in its budgeted allocations for Area Administrators, HFSOs, SFSOs and FSO IIs. As a consequence, a total of 103 staff promotions have been made in the months of February and March 1999. This will, of course, result in like number lower level vacancies that will have to be filled from recruitment and hiring efforts. In addition to the above, BFSO staff have worked with staff from the County Department of Human Resources to revise the promotional requirements for the FSO II position.

Recommendation # : H5 **Status** : Ongoing

Reimbursement Policy: Bureau should look into the possibilities of expanding its reimbursement policy for employees seeking training outside that offered through the Training Unit that would benefit the employees professional development. This would help defer costs to the employee who seeks additional training while providing the Bureau with a more skilled employee.

This recommendation is under evaluation by Bureau management and the Bureau of Management and Budget. The Bureau is drafting the specifications and implementation of reimbursement policy in conjunction with general county and departmental policy in this area. It should be noted that staff has been given outside training through the California Family Support Council in February at the annual training conference and

through prosecutor college courses, and FSO training colleges hosted by the California District Attorney's Association. Staff have also attended training from the National Child Support Enforcement Association and Comp USA.

Recommendation # : H6 **Status** : Completed June 1998

Comprehensive Training Manuals: Resources should be identified to help expedite the process of developing comprehensive training manuals. These manuals should be used in conjunction with training classes and distributed to all applicable positions so they have a reference guide defining proper policies and procedures. Further, the Training Unit should develop and implement internal policies and procedures for updating training materials as necessary. Finally, the Training Unit will need to provide adequate time and opportunity to use training tools. This effort will largely need to be coordinated and assigned to the representative supervisors per the proposed multi-disciplined team structure discussed in Finding D. The most effective training incorporates exercises that give employees an opportunity for hands-on experimentation with each tool.

Comprehensive Training Manuals have been developed and are used in conjunction with training classes. They are distributed to all new-hire trainees and are being distributed to all team supervisors, divisional trainers, and other applicable positions. Internal policies and procedures for updating training materials have been implemented. These training manuals will be made available to staff online at a later date.

Recommendation # : H7 **Status** : Ongoing

Technical Resources at the Divisions: Specific resources need to be identified to address ARS related issues in a timely manner at the divisions instead of the heavy reliance on the Divisional Trainers. The Bureau should consider housing an ARS team member at each of the divisions to field technical questions, or at the very minimum should be present at divisional training, or staff, meetings. A more focused automated technical support presence needs to be identified and maintained at each of the divisions.

BFSO management, in conjunction with staff at the County Department of Human Resources, has identified the position of Data Systems Coordinator as the appropriate technical personnel classifications to implement this recommendation. Efforts to bulletin a hiring/promotion announcement and to conduct a civil service examination are underway.

Recommendation # : H8 **Status** : Completed June 1998

All-staff Meetings: We recommend that centralized and divisional training meetings not be considered training hours for satisfying minimum training hour requirements. While we do believe that these meetings are a good source of interaction and therefore should be continued, we believe that the divisional all-staff meetings can be significantly reduced in time to focus on informational items as opposed to training. Training related subjects should instead be integrated into a developed curriculum as previously discussed. Finally, new policies and procedures as memorialized in the training Update internal periodical should be communicated in writing to all employees and be reinforced in a consistent manner by all heads and supervisors. One possible means for disseminating this information is through electronic mail (i.e., e-mail).

Divisional monthly training meetings have been reorganized as general overview and interactive meetings that are not included in minimum training hour requirements. Specialized, focused, integrated training sessions have been developed and implemented for specific functional areas and presented to affected teams and groups. New policies and procedures memorialized in the Training Update are communicated in writing to trainers, supervisors and managers and are available to all employees via computerized Intranet, similar to e-mail.

Recommendation # : I1 **Status** : Completed April 1998

Prepare a consolidated customer service manual. It should include customer service standards, scripts for use in answering common questions, and reference materials to guide staff in politely dealing with callers who may be upset or angry, resolving inquiries. Resources should be allocated to update this manual at least annually with new procedures, regulations, policies, and forms. Another media to consider is an on-line reference document with searchable capabilities.

BFSO has completed a Customer Service Manual as recommended. Manuals have been prepared and have been distributed for use to division and Central Public Service Units. This manual has been revised and approved by Bureau Management. The manual contains an alphabetized listing of Bureau policies and procedures on approximately 200 topics.

Recommendation # : I2 **Status** : Partially completed

Identify and dedicate resources to develop policy and procedures manuals which detail BFSO functions, procedures and include ARS steps and Bureau policy for all phases of child support enforcement.

The process of developing and updating policy and procedures manuals is currently taking place within the Planning and Training Division. A Head Family Support Officer has been placed in charge of updating BFSO manuals.

Recommendation # : I3 **Status** : Partially completed

Document and distribute changes to policy and procedure as updates to the manual.

Refer to Recommendation I2. Changes to policy and procedure are currently distributed to staff through training updates. These updates are also online through a Lotus Notes database. As BFSO manuals (Recommendation I2) are updated, changes will be distributed as updates to the manual.

Recommendation # : J1 **Status** : Completed April 1998

Continue to take additional measures and identify more resources for protecting the public and its employees such as additional security guards, protective glass and metal detectors.

The Bureau has increased the number of security personnel in all facilities including the Central Civil West Courthouse. In addition, the Bureau has installed plexi-glass shields in all public waiting areas, increased monitoring of public areas with video cameras, and has secured metal detecting equipment for each location serving the public. The Bureau has instituted a method for periodically reviewing the security concerns for all locations.

Recommendation # : K1 **Status** : Completed January 1998

We recommend that the County Board of Supervisors take action with regards to the on-going reclassification efforts which include updating class specifications, creating new positions and salary ranges, and providing for additional minimum requirements as deemed necessary. This reclassification will facilitate the competitive recruiting of additional FSRs and other staff. For example, the proposed requirement of a bachelor degree for new case workers as well as the successful passage of an ARS competency test for promotions should help the Bureau in its on-going effort to hire and promote qualified individuals.

The District Attorney made recommendations to the Board of Supervisors, and the Board approved a limited reclassification of some personnel items in September 1997. The Department of Human Resources has pledged to work with the Bureau in addressing its future classification needs.

Recommendation # : L1 **Status** : Completed January 1998

Make additional use of the evaluation provisions of its contracts with process servers, including site visits, case audits, complaint investigation, and review of files and records to monitor the quality and timeliness of work.

The Board of Supervisors approved a new countywide contract for service of process effective September 1997. The Contract Management section of the Bureau has conducted site visits, case audits, complaint investigation, and reviews files and records to monitor the quality and

timeliness of work. The Bureau has instituted procedures to continue this effort.

Recommendation # : L1 **Status** : Completed January 1998

Require contracted process service companies to detail the quality assurance processes that they will use to ensure that servers are following all legal guidelines.

The Bureau has secured a countywide contract for service of process with greatly strengthened provisions governing quality control. The Bureau has mandated in the current service contract that all service be conducted in accordance with state laws as well as industry standards.